

# Strategic Plan Update

## January

# 2015



## Office of Performance Improvement

*Our Mission is to help Louisville Metro Government become the best managed city government in the country. To achieve this goal we work to further develop the mindsets and capabilities of Metro employees and the plans, performance measures and processes of Metro departments required to continually improve .*





## Message from the Mayor...



*Mayor Greg Fischer*

Dear citizens:

As we enter the third year of our strategic plan, citizens can see considerable progress toward our five objectives and 21 goals. From increasing the number of services available online to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. The Six-Year Strategic Plan is a roadmap for getting us there -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead. We have achieved our goal to plant 10,000 trees but have committed to continuing our green and sustainability efforts in working to reduce our carbon footprint. We have also adopted a goal to foster a culture of life-long learning, creativity and innovation to ensure all of our citizens have opportunities to succeed.

When viewing the strategic plan, take a look using the three lenses through which we view our work here in Metro Government:

- *Daily work* -- the day-to-day items that keep city government running efficiently and effectively;
- *Continuous Improvement* -- improving on that daily work;
- *Innovation and Breakthrough* -- creating and implementing those big ideas that propel us forward as a government and as a city.

I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

I welcome your feedback. My contact information is below, please to let us know your overall thoughts and which goals you feel strongly about so we can continue to work together to make Louisville a great place.

Thank you for allowing me to serve as your Mayor.



# CONTENTS

## ENTERPRISE PLANNING GOVERNANCE

- METRO PLANNING CYCLE
- METRO PLANNING CALENDAR

4

## OUR SCOPE OF REFERENCE

- OUR PURPOSE AND VISION
- THE CITY'S FIVE STRATEGIC OBJECTIVES
- REFLECTIONS FROM CHIEF RENO-WEBER
- DEPARTMENT STRATEGIC OBJECTIVES

7

## PROGRESS AND PERFORMANCE

- MATURING: A JOURNEY OF CHANGE
- THE DEPARTMENT'S PROGRESS REPORT
- KEY PERFORMANCE INDICATORS (KPIs)
- CHANGE REPORT
- TRANSFERS & DELETIONS REPORT
- ACCOMPLISHED GOALS REPORT
- STRATEGIC PLANNING TERMS

12

# ENTERPRISE GOVERNANCE DOCUMENTS

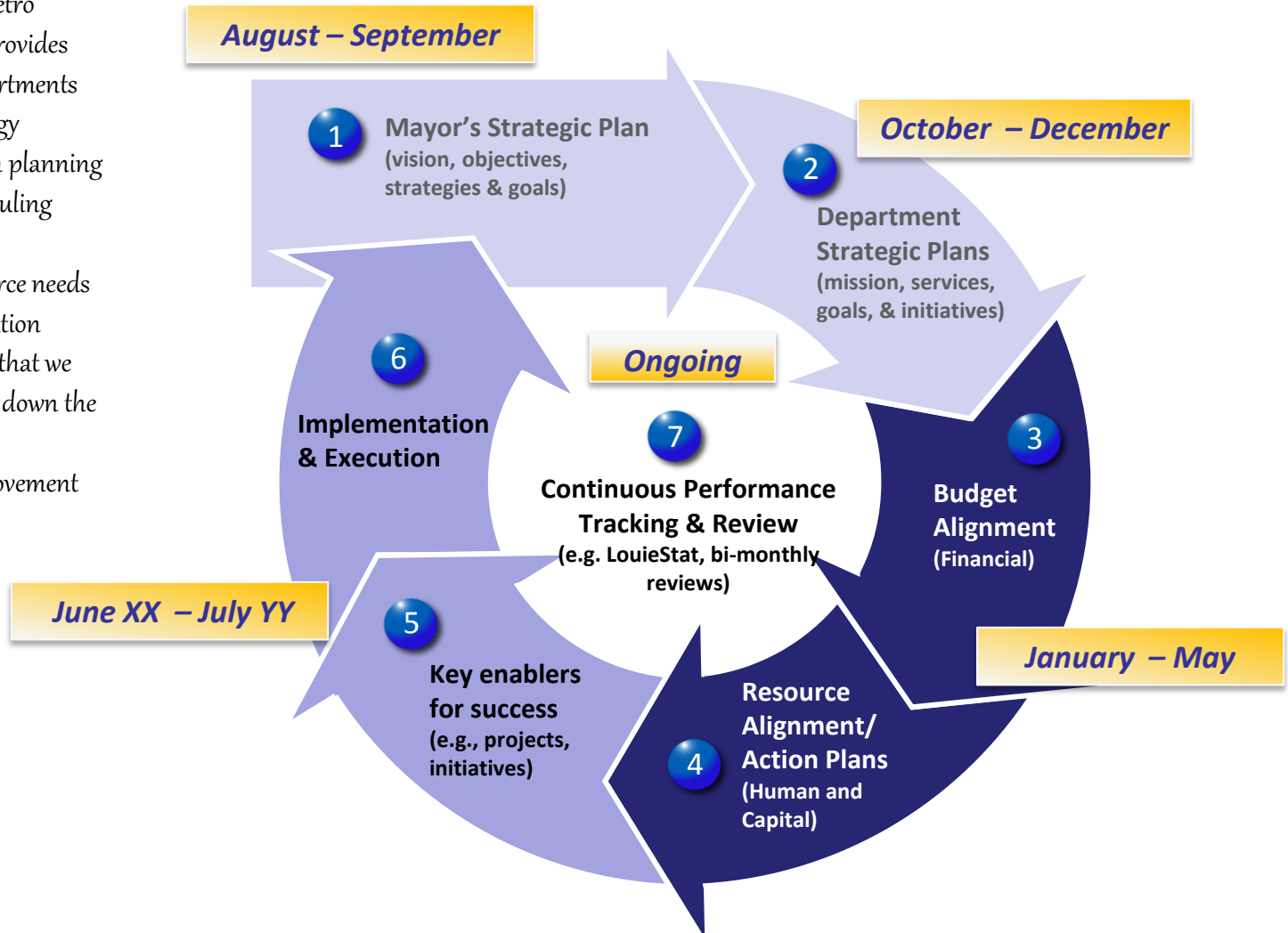
- METRO PLANNING CYCLE
- METRO PLANNING CALENDAR



2015

# Louisville Metro Planning Cycle

The Louisville Metro Planning Cycle provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates. It ensures that we continue to move down the road of the city's continuous improvement journey.



2015

# Louisville Metro Planning Calendar

The Louisville Metro Planning Calendar provides a monthly reference point for tracking planning deliverables throughout the year. It also affords Metro leadership both an enterprise and departmental overview of strategic planning responsibilities and reporting milestones.

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1		
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Mayor's Office

Departments

Mayor's Office & Dept. Directors



2015

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## *OUR SCOPE OF REFERENCE*

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2015





## Our Purpose and Vision...

*Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.*



*"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"*

*Mayor Greg Fischer*



# The City's 5 Strategic Objectives: 6-Year Plan

## 1. Deliver Excellent City Services

*We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.*

## 2. Solve Systemic Budget Issues

*We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*

## 3. Take Job Creation To The Next Level

*We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*

## 4. Invest In Our People And Neighborhoods

*We will build on Louisville's unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*

## 5. Create Plans For A Vibrant Future

*We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*



2015

*These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.* ✓



## Reflections from the Chief...

### Performance & Technology



Theresa Reno-Weber

2014 was a pivotal year for Louisville Metro Government (LMG) and the Office of Performance Improvement (OPI) in its quest to empower *every employee as an agent of change capable of using data and best-in-class management practices to create the best city government possible*. Continually improving, LMG made several changes and forged new strategic partnerships to better serve both the citizens of Louisville Metro and the employees within Metro Government.

First and foremost, we aligned three departments under the Chief of Performance & Technology: Human Resources, the Office of Performance Improvement and Metro Technology Services. In effect, this shift has placed management of the people, processes, and technology required to help improve LMG under one “umbrella”.

To accelerate our progress and success in embedding the systems, capabilities and culture required to continually innovate and improve we applied for and received two national fellowships. The first was with Citi Foundation/Living Cities [City Accelerator](#), a \$3 million program to help nine cities pilot leading innovations in local government. Louisville was one of three cities chosen for the inaugural 18-month cohort and is exploring innovations in fire service delivery and community services for our lowest income residents. The second was the [Moneyball for Local Government](#) fellowship funded by Results for America.

We were one of 11 cities chosen to participate in a rigorous 18-month initiative designed to help develop and operate the internal infrastructure necessary to consistently use data, evidence and evaluation to improve outcomes.

Building on our success in partnering with private organizations like Humana, we received pro bono consulting and project support from Toyota’s Service Support Center (TSSC). With their help we significantly overhauled Metro’s Fleet Truck Shop and improved repair cycle time by 75%!

In addition, we successfully pitched Governing magazine on an idea to convene a national Summit on Government Performance & Innovation here in Louisville in February 2015 to spotlight all the great work we’ve done as a city and bring national expertise to Louisville to celebrate and inspire our employees. This will be the first convening of its kind and we are thrilled to help drive the national dialogue in this area.

With the momentum of 2014 and the support of our strategic partnerships, I am excited about the year ahead and ever grateful for the opportunity to support Louisville Metro Government. I look forward to reporting in the future on the impact these changes and new partnerships combined with the growing engagement and skill of our employees will have on our community.

# The Department's Strategic Objectives

*The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.* ✓

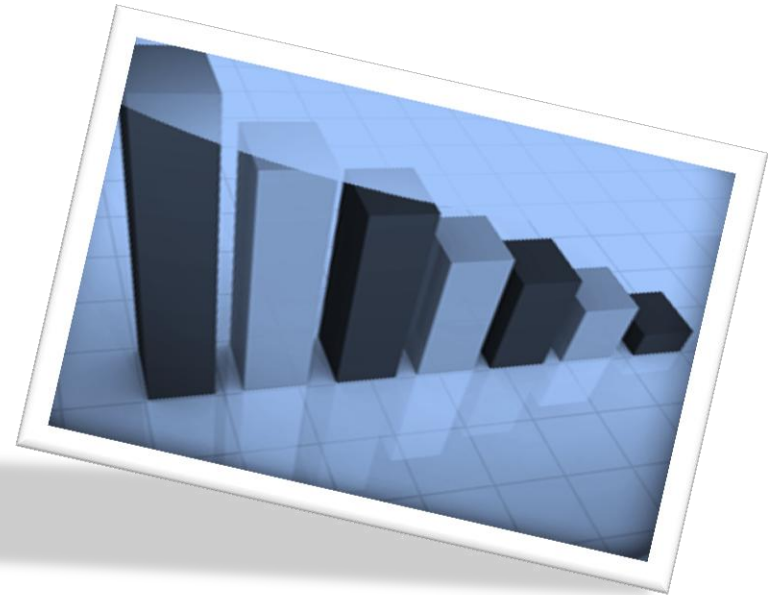
	Title	Description
1.	ID core service segments in Metro and assess performance Provide answers to the following key questions:	a. What are the key services Metro Government performs? b. How does Metro Government perform those services? c. How well is Metro Government performing (and how do we know)? d. What can Metro Government do to perform better?
2.	Cascade continuous improvement process throughout Metro:	Cascade the enterprise plans and processes required for continuous improvement throughout Louisville Metro Government
3.	Use Key Performance Indicators (KPIs) to make data-driven decisions:	Track and analyze key performance indicators (KPIs) for each department and create a culture of data-driven decision making.
4.	Provide Continuous Improvement coaching and training:	Build the skills and capabilities of those we work with through effective coaching and training management.
5.	Use collaborative problem solving to address systemic challenges:	Address systemic challenges facing Louisville Metro Government and facilitate collaborative problem solving among appropriate stakeholders.



2015

# *PROGRESS AND PERFORMANCE*

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2015



## Maturing: A Journey Of Change

Wow, it's been an amazing year!

I can hardly believe that it's only been three years since Louisville Metro's Strategic Planning process became an enterprise-wide reality--taking our city's governance process to an unparalleled position amongst our peer cities.

Over the past three years we have collaboratively planned and executed on our strategic plans; including both citizens and community stakeholders in the planning process. In 2012, we took community feedback, along with our internal benchmarking research, and created the inaugural version of the City's 6-year strategic plan. That same year, each of our departments in turn aligned their work against the City's plan and created their own 6-year strategic plans. It was Metro's first attempt at developing both a comprehensive and inclusive roadmap for the City's future. We published those plans in January 2013. During 2013, as with any pursuit toward excellence, we challenged ourselves to implement *authentic* change---the kind of change that is proactive, far-reaching, influential and enduring. We took time to become "enterprise aware"; we standardize our planning cycle, benchmarked strategic planning methodologies, initiated a quality assessment of our data and data sources and started evaluating our performance management capabilities. This past year, we've been more engaged and diligent than ever: thinking critically about how to truly capitalize upon the invaluable experience, knowledge and skill sets of our Community Partners; while conducting sober assessments about how to improve upon last year's progress. In fact, our planning theme for 2014 was "*Let's GO to the Next Level!*"

In 2014, we consciously took aggressive steps to improve the overall quality of the City's strategic planning work. First, we responded by enhancing our technology based tracking and recording process to not only accurately and confidently provide real-time strategic plan updates, on both our progress and performance, but to do so for any team member, at any time and across the entire enterprise. Second, we trained and certified 20 of our Strategic Planning Liaisons (SPLs) on

the Balanced Scorecard Institute's methodology for establishing an integrated strategic planning and management system. The Mayor's executive team viewed this training as a critical step in the evolution of our enterprise capacity building effort. We now have department based resources that are not only prepared to manage their department's strategic planning work and coordinate that work with OPI; but are capable of being deployed as *Enterprise* strategic planning assets ---focused on cross-functional strategic planning projects and enterprise level initiatives, both internally and externally. Third, we established a weekly *Strategic Monitoring & Diagnosis Forum*; consisting of an executive level cross-functional team -- including the Mayor! The team was tasked with applying their respective subject matter expertise to rigorously evaluating plan progress, problem solving for resource allocation misalignment and recommending resolutions for Risk. In doing so, they provided our departmental leadership with a comprehensive performance evaluation of plan progress from an enterprise perspective. Finally, we took a *Collective Impact* perspective regarding collaborative engagement. We invited engagement at every tier -- whether Citizen, Community Partner, City-Enterprise, Department or Team--and revisited our planning process and plan collectively. We re-evaluated our strategic purpose: amending language and clarifying intent; reassessed how we measured success: refining our ideas about outcomes versus outputs; and co-created across-the-board resolutions: resolving systemic issues and mitigating the various risks we encountered respectively. Collectively, the City engaged continuous improvement. The progress report that follows covers strategic efforts from January 1, 2012 to December 31, 2014; and stands as the department's historical record of our City's respective and collective *Journey of Change*.

Strategy!

DeVon M. Hankins  
Deputy Director of Strategic Planning

























Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
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Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
03. Onboard 18 departments to LouieStat: Onboard 18 departments to LouieStat by the end of FY14				Project		Develop a LouieStat playbook: Develop a LouieStat playbook incorporating the 6E framework (Educate, Equip, Engage, Empower, Execute and Evaluate) to help departments along their improvement journey. Develop a repeatable, onboarding policy and strategy for each targeted department.	Development of the playbook was not necessary to onboard 19 departments to LouieStat; instead, the Playbook is a key document for the sustainability of LouieStat. The LouieStat Playbook will consist of the 6E framework, FMEA from the LouieStat Greenbelt project, SOPs for LouieStat Analysis and process consultation as appropriate. Total time commitment is 50 Hours.		
						Develop and implement the LouieStat Program using Project Management Institute (PMI) and American Society for Quality (ASQ) best practices.	To date, the LouieStat Program uses less than 25% of possible tools as defined by PMI and ASQ. PMI tools include program and portfolio management; ASQ tools include descriptive and inferential statistics tools.		
						Deploy the enterprise model with select LouieStat departments to discover core processes and appropriate metrics for the department.	Enterprise Models are now a requirement for each department. 3 of 19 departments have not started the enterprise model. The EM has three parts: (process worksheet, skill-set analysis and action plan). 8 Departments have a complete EM process worksheet and most departments need assistance understanding and using the EM as a management tool.		
						Help departments identify what is best-in-class for their functional area: Help departments identify what is best-in-class for their functional area and develop a roadmap for how to get there over time using the LouieStat Maturity Model, an objective assessment of a department's ability to use the LouieStat Program as a tool for improving their performance.	The LouieStat maturity model was developed, refined and applied by OPI staff. The LouieStat maturity model will now become a performance maturity model. Best-in-class roadmaps are not well defined other than the maturity models. However, a realistic, approve, bought into and final road map does not exist w/ schedules.		



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03. Onboard 18 departments to LouieStat: Onboard 18 departments to LouieStat by the end of FY14						Provide LouieStat training to all LouieStat participants and stakeholders: Provide LouieStat training to all LouieStat participants and stakeholders to build LMG's ability to manage performance. Topics of training may include data source familiarization, data retrieval and analysis, management best practices and champion training.	The 7-Step of LouieStat and Champion training were documented, communicated and provided to training participants for nine departments involved in LouieStat. The training did not achieve its intended purpose.		
						Transfer responsibility for measuring and reporting: Transfer responsibility for measuring and reporting on a department's performance to each department.	A greenbelt project is currently in its third PDCA cycle. The first cycle consisted of training which took place in Jan. - Feb of 13. The second cycle consisted of training departments separately. The third cycle consisted of onboarding departments by starting off w/ the enterprise model. The fourth cycle consisted of training analysts one-on-one. The fifth cycle involves OPI creating desktop manuals on LouieStat data analysis. The Chief of Performance improvement has communicated expectations to each dept.		
04. Develop and implement Lean Certification program and provide Lean training to 200 employees: Develop and implement Lean Certification program and provide Lean training to 200 employees by end of FY 15			<p>04. Develop and implement Lean Certification program and provide Lean training to 200 employees</p>	Project		Develop and facilitate the training of select LMG employees in LN 101, Lean Fundamental Training	LN 101 Lean Fundamental Training curriculum has been developed and implemented. As of July 2014, 41 employees have requested Lean training and 17 employees have completed Lean training.		
						Establish Lean certification program curriculum for LMG employees by end of CY14: Phase I: Complete and implement LN 101, Lean Fundamental training by June 2014 Phase II: Complete and implement LN 102, Lean Advanced Training by November 2014 Phase III: Complete path to Lean certification by October 2014	1. We have completed a comprehensive Lean introduction training for new and current employees. The training was piloted in June 2014 with OPI staff, prior to rolling it out to extended LMG employees. The full training has been rolled out (June 2014). YTD July 2014, 41 employees have registered for Lean training, and 17 have completed training.		
						Develop and implement employee engagement process which drives CI efforts to match trained skillsets of employees to current and/or proposed CI projects.	TBD		





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06. Facilitate the training and certification of 25 employees in Six Sigma Green Belt: Facilitate the training and certification of 25 employees in Six Sigma Green Belt by the end of FY14				Project		Facilitate the training and certification of LMG employees in Six Sigma Green Belt through the University of Louisville's Delphi Center.	A contract was executed and then terminated w/ UofL spending a total of about \$9K. The trainer was not experienced in deploying six sigma in real organizations. Through its partnership w/ Humana, OPI staff developed a repeatable approach for deploying six sigma at the green and black belt levels w/ no outside assistance. 40 Employees achieved training.		
Coach employees through selection and execution of Six Sigma Green Belt projects						Four greenbelt projects are currently ongoing: (1) LouieStat sustainability; (2) Hospital Downtimes; (3) Parks Capital Projects (4) Lost Time Injuries in SWMS. Coaching is provided as time permits but will be the focus of building problem solving capabilities in 2014. Additional employees interested in gaining Green belt certification, must develop internal program or identify vendor for spring 2014 offering.			
Track and validate Green Belt projects: Track and validate Green Belt projects to ensure that results have the intended impact on LMG.						Humana helped coached projects through the beginning of the improve phase. A transition plan was developed between OPI and Humana regarding OPI's ability to coach greenbelt projects and OPI is the lead coach; The KPIs in the greenbelt projects are in the process of being integrated into the LouieStat Program.			
Provide executive sponsor training: Provide executive sponsor training, which speaks to the role of Green Belt project sponsors and the time and resources often required to support Green Belt level projects, to LMG leadership.						Executive sponsor training was provided by the Chief of Performance Improvement and Candy Medina, an external consultant and former GE Master Black Belt. OPI has the ability to conduct further executive sponsor training with the same materials.			



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07. Complete 5 or more validated cost-savings projects: Complete five or more projects annually that produce validated cost savings to the enterprise and/or quality improvements.				Project		Provide appropriate training for OPI staff: Provide appropriate training for OPI staff in OPI core services and functional areas (e.g., Strategic Planning, LouieStat, Process Improvement, Reactive Problem Solving, Consulting, Coaching, Facilitation, etc.)	Initial training has been provided for OPI team in coaching; additional training in effective consulting and facilitation work needed as well as training to support strategic planning		
						Grow OPI team members in Lean & Six Sigma to the Black Belt level	3 of 4 OPI team members trained in Lean, 3 of 4 trained in Six Sigma Green belt; 3 of 4 currently enrolled in Six Sigma Black belt		
						Deploy Lean and Six Sigma capabilities against priority issues	Lean/Six Sigma has been deployed against Capital Projects in Parks, EMS turnout times from University Hospital and Lost-time Injury in SWMS; implementation and evaluation work on Overtime, Special Events, Return to Work continues; identified issues need to be prioritized		
						Facilitate 5 or more cross-functional teams per fiscal year	Facilitated 8 projects in FY13; 0 projects launched in FY14 to date		
						Measure progress of teams versus the original scope and goals established	75% of Cross-Functional Teams are successfully meeting their goals		
						Conduct management reviews along each step of process	Management reviews with Sponsors and OPI team have not occurred at each step of the process; new OPI resource will be available to standardize and enforce this process step		
						Realign goals, scope and resources as necessary	Due to staffing constraints, we have not taken on new projects yet; working to gain support for additional resources		
						Formalize the validation and standardization steps in the PDCA process: Formalize the validation and standardization steps in the PDCA process to systematically evaluate progress of cross-functional teams and scale solutions across the organization as appropriate.	Validation of the impact of several enterprise wide cross-functional issues has occurred, along with the rollout of applicable solutions (Overtime, Return to Work, etc.), but not per a formal, well-defined process; hiring new resource in OPI to drive this process		



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08. Securing funding required to appropriately support the Office of Performance Improvement: Securing funding required to appropriately support the Office of Performance Improvement with required resources by end of FY14				Project		Perform a Gap Analysis to determine scope of need	Completed Enterprise Model with Competency analysis		
						Identify and secure appropriate revenue stream for OPI	FY14 budget created a funding stream for OPI from general fund dollars; appropriate resourcing still required to support full scope of work		
						Grant opportunities through Humana Foundation and/or other organizations	Pends - have not pursued formally		
						Appropriation of general fund dollars	Must fund additional resources (~4) to appropriately staff OPI		
						Appropriation of funds from Metro Council	Approved general fund allocation in FY14 budget; will need approval for FY15		
						Revenues from external consulting work	TBD		
						Secure additional analyst position for LouieStat: Secure additional analyst position for LouieStat (currently one full-time analyst and a part-time fellow who will depart in Spring 2013).	Complete - though re-purposed new analyst position to Performance Improvement Manager		



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10. Achieve \$1M or more in annual positive impact on LMG: Achieve \$1M or more in annual positive impact on LMG through reduced costs, improved efficiency or new revenues				Process		Create a process for assigning value to Lean/Six Sigma projects: Create a process for assigning value to critical, high-priority quality and Lean/Six Sigma projects.	Financial value has been calculated for 2 projects (Overtime \$2.8M and Return to Work \$550K); quality improvements have been harder to quantify, yet there are clear process efficiencies; formal process pends.			
						Implement high-priority, revenue generating projects: Implement high-priority, revenue generating projects.	Initial projects have been high priority, though a more formal system for identifying, prioritizing and selecting projects must be created			
						Validate the tangible benefits of projects and cross-functional teams	Validated impact completed for 7 of 12 cross-functional teams established to date			
						Reinforce the training needs: Reinforce the training needs of sponsors, project leaders and project team members on Lean and Six Sigma.	Conducted executive sponsor training on Lean, Six Sigma and Project Management for all Chiefs & Directors, provided Cross-Functional Team Report out evaluation check list			
						Formally transfer responsibility to business owners: Formally transfer responsibility for continued implementation of recommendations to business owners.	Implementation work transferred to process owner for 7 of 12 cross-functional project			
						Develop process for tracking added value of training : Develop process for tracking added value of training provided to employees in PMP/CAPM.	The process was brainstormed and partially developed but neither formalized nor reinforced.			



# Progress Report



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11. Institutionalize the Louisville Metro Government Strategic Planning Process: Institutionalize the Louisville Metro Government Strategic Planning Process by FY16				Process		Calendar all planning dates/ milestones annually	Planning Cycle and Planning Calendar implementation continued for 2014. Tri-annual mayoral report outs scheduled for April 23rd, September 3rd, and December 10th. April and September report outs completed on schedule; Chiefs reported progress to the Mayor and the LLT on all 21 of the Metro Goals.  Tri-annual department report outs scheduled for March, July, and November 2014. March and July report outs completed on time. 22 of the 24 Metro Departments reported progress to their Chiefs in March and 20 out of 24 in July.  Louisville Metro Government (LMG), at both the enterprise and department level, reported progress to citizens on 1/16/14.  Executive level Monitoring and Diagnosing meetings instituted on a weekly basis as of July 1, 2014.  Annual strategic planning mayoral retreat held September 3, 2014.		
						Improve the current planning SharePoint site: Improve the current planning SharePoint site to be user friendly (e.g., better label and organize documents, remove duplicate files, etc.).	New SharePoint ESAP site has been developed and deployed.		
						SPL Professional Development: Retreats and Training: Hold annual Strategic Planning Liaison (SPL) retreats to gather lessons learned from each planning cycle and educate and train department resources on planning cycle and effective plan development.	Second annual SPL retreat held July 9, 2014. SPL Retreat Planning and Design Program Team executed as their inaugural practicum. The SPL RP&D team currently developing protocol for both an enterprise and department level strategic planning retreat model.  SPL Training and Development Program team successfully contracted for Balanced Scorecard Training for 20 SPLs, who are now currently certified Balanced Scorecard Professionals (BSPs).		































Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50% - about half the action steps, required for the initiative, are completed				no	
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75% - most action steps, required for the initiative, are completed				not applicable	
On-track: In progress, on schedule, and expected to be completed on time				100% - all action steps, required for the initiative, are completed					
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
11. Institutionalize the Louisville Metro Government Strategic Planning Process: Institutionalize the Louisville Metro Government Strategic Planning Process by FY16						Formalize the role and membership : Formalize the role and membership of the Strategic Planning Core team and/or steering committee to help do the work necessary for Mayor's annual planning retreat.	A mayoral retreat planning cross functional team, comprised of managerial and line staff, instituted in January 2014 and assigned to coordinate and plan mayoral retreat.  Balanced Scorecard Professional cross-functional team (cross functional team) instituted June 2014 and assigned to coordinate and execute Mayoral Retreat.  Both cft's successfully completed mission assignment on September 3, 2014.		
						Assess current ability of departments to incorporate Strategic Plan goals: Assess current ability of departments to incorporate Strategic Plan goals into budget and operational plans; develop plan to address weaknesses as necessary.	This assessment responsibility transferred under OMB.		



Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50% - about half the action steps, required for the initiative, are completed				no	
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75% - most action steps, required for the initiative, are completed				not applicable	
On-track: In progress, on schedule, and expected to be completed on time				100% - all action steps, required for the initiative, are completed					
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
12. Institutionalize LouieStat : Institutionalize LouieStat as the primary performance measurement and management system for Louisville Metro Government by FY16.				Process		Assess each department's processes and results: Assess each department's processes and results against the Malcolm Baldrige Criteria for Performance Excellence; develop a LouieStat Playbook, strategy and implementation plan to address prioritized gaps in performance.	OPI staff are in the process of reconfiguring the LouieStat Maturity Model into a performance maturity model. Together with the strategy, the maturity model and enterprise models will create a coherent way to close gaps in performance.		
						Cascade the enterprise model: Cascade the enterprise model within all LouieStat departments to discover core processes and key performance indicators at an operational level.	The enterprise model is in the process of being cascaded into 19 departments and at the divisional level. A EM maturity framework will be deployed and the ability to identify KPIs will be deployed.		
						Deploy a LouieStat Program: Deploy a LouieStat Program such that each department within LMG integrates a systematic way of managing performance for results with its strategic, operational and budgetary plans.	The program will have to be integrated in a budgeting for outcomes conversation, perhaps LouieStat 4.0 beginning in Jan. 2015. Programs, projects and budgets will need to be evaluated with a widely understood results framework.		
						Formalize an apprenticeship program: Formalize an apprenticeship program and management leadership training program for results.	A Master Black Belt Training Program was approved by the Mayor and Chief of Performance Improvement. Detailed planning and recruitment of the organization's best problem solvers is a next step.		
						Establish issue based "Stat" programs: Establish issue based "Stat" programs as needed, e.g., Vacant and Abandoned Properties Statistics (VAPStat).	VAPStat was successfully developed and deployed. The benefits of a Public Safety Stat are being researched.		
						Deploy cross-functional teams: Deploy cross-functional teams using Lean, Six Sigma and Project Management methodologies to improve LMG's performance for issues which come to light through the LouieStat Program.	This process, though less formal than desired is underway. A lean team may be deployed against oil changes and/or vehicle replacement. The enterprise models, strategy and work through LouieStat reveal numerous opportunities for improvement.		
						Implement an enterprise data solution for performance reporting: Implement an enterprise data solution for performance reporting and build a data warehouse for performance data collection and retrieval; automate the transfer of data from a data warehouse to the LouieStat website.	This will be an initiative owned by IT and supported by OPI. OPI has had initial conversations with IT regarding enterprise reporting needs and a meta data project for 250 information systems.		





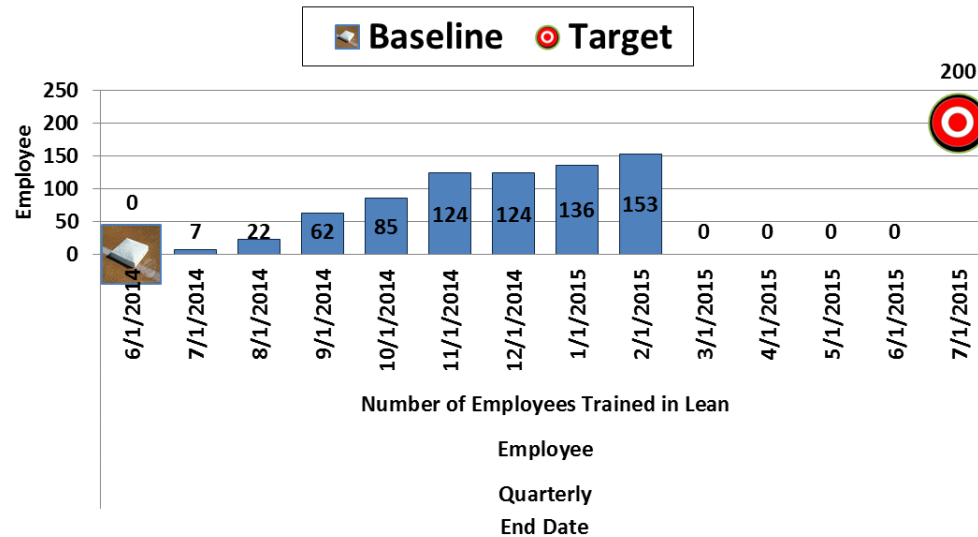
Status Legend										
Health				Progress				Reported in LouieStat		
	Not Started: Not started but is expected to start on time				25%	- some action steps, required for the initiative, are completed				yes
	Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50%	- about half the action steps, required for the initiative, are completed				no
	Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75%	- most action steps, required for the initiative, are completed				not applicable
	On-track: In progress, on schedule, and expected to be completed on time				100%	- all action steps, required for the initiative, are completed				
	Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health	
13. Improve OPI current internal process and communication : Improve OPI current internal process and communication between OPI core functions: Strategic Planning, LouieStat, and Continuous Improvement by September 2014.				Project		Complete Black belt improvement project by end of CY 14: Lead Black belt improvement project with OPI staff: 1. Define the scope of project 2. Measure and analyze current disconnects 3. Implement action plan 4. Monitor and validate results	Team is currently in the process of developing and implementing corrective actions (Step 3.)			
14. Drive and support Continuous Improvement process in LMG: Drive and support Continuous Improvement process in LMG				Process		Establish Lean/Six Sigma hopper intake database : Establish Lean/Six Sigma hopper intake database in SharePoint for all potential Continuous improvement projects	This initiative is completed and was rolled out to LMG in June 2014. This database summarizes and prioritizes a list of potential continuous improvement projects in SharePoint.			
						Establish a database in SharePoint to track and monitor progress of all active CI projects in LMG.	Database has been developed and implemented.			
						Provide ongoing targeted CI coaching: Provide targeted coaching efforts driving continuous improvement to identified projects via maturity model or from prioritized CI Hopper database.	Metro Park Youth Program Kaizen event (April 2014). Fleet Kaizen event (May-August 2014). OPI Process Improvement Project (Feb 2014-Dec 2014)			
						Develop and implement a process to identify, track and monitor progress of vital few CI projects for LMG: Develop and implement a process to identify, track and monitor progress of vital few CI projects for LMG.	This process will ensure alignment with stakeholders and sponsors' expectations as well as fostering accountability and ownership of CI efforts across LMG agencies.			



# Key Performance Indicators



## 04. Develop and implement Lean Certification program and provide Lean training to 200 employees



Baseline: Number of Employees Trained in Lean: 0 (6/1/2014)

Target: Number of Employees Trained in Lean: 200 (7/1/2015)

Current: Number of Employees Trained in Lean: 153 (2/1/2015)

Data Source(s): SharePoint Beta Active CI Employees Spreadsheet



## STRATEGIC PLAN CHANGES

*Catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.*

Old Goal Description	New Goal Description	Reason the goal was edited	Date the goal was edited
4. Provide 200 employees with Lean training and skills by the end of FY14	Develop and implement Lean Certification program and provide Lean training to 200 employees by end of FY 15	Projected completion date was edited to FY15 to comply with the criteria of a SMART goal.	6/9/2014



# Accomplished Goals



Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time					25%	- some action steps, required for the initiative, are completed			yes
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date					50%	- about half the action steps, required for the initiative, are completed			no
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date					75%	- most action steps, required for the initiative, are completed			not applicable
On-track: In progress, on schedule, and expected to be completed on time					100%	- all action steps, required for the initiative, are completed			
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
01. Establish a Louisville Metro Government Strategic Planning Process: Establish a Louisville Metro Government Strategic Planning Process by the end of FY13				Process		Execute initial year of new LMG planning cycle: Execute initial year of new Louisville Metro Government (LMG) planning cycle (from July 1, 2012 – June 30, 2013).	LMG Planning Cycle and Planning Calendar guidance documents developed FY12. Planning Cycle and Calendar established by Feb. 2012.		
						Collaborate with OMB: Collaborate with OMB to develop a process for aligning strategic planning to the budget process by FY14.	Set up a Budgeting for Outcomes cross-functional team with Office of Management and Budget (OMB) and Office of Performance Improvement (OPI) staff to evaluate Budgeting for Outcomes protocols and provide recommendation for enterprise deployment.		
						Coach departments : Coach departments through linking Strategic Plan to Budget and Operational Plans.	TBD		
						Integrate tracking or strategic plan goals: Integrate tracking of appropriate strategic plan goals into LouieStat for each department in LouieStat.	Currently working with LouieStat owner to design an integrated approach to reporting relevant strategic plan progress within the scope of the LouieStat forum.  A template to identify appropriate SP goals has been developed and is currently under "pilot". Some departments have begun to review their strategic plan goals during their respective LouieStat forum. Next step is to finalize the template for SP goals in LouieStat, adopt template among all departments, and deliberately track KPI progress in LouieStat Forums.		



# Accomplished Goals



Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
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Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
01. Establish a Louisville Metro Government Strategic Planning Process: Establish a Louisville Metro Government Strategic Planning Process by the end of FY13						Establish a reporting process: Establish a reporting process that informs employees and citizens of progress against plan.	A "Hierarchy and Timeline for Reporting Progress" guidance document has been developed, deployed and implemented. A Progress Reporting template has been designed and employed for each level of the enterprise and timeframe for reporting progress. The Mayor's Strategic Planning website is scheduled to be updated with a progress report by Jan. '14. Additionally, each department will publish online Version 2.0 of their 6yr Strategic Plans respectively. The Mayor's Pathways to Progress Report, a budget-focused document, was published in May 2013.		
						Conduct SPL Retreat: Conduct Strategic Planning Liaison (SPL) retreat to gain lessons learned from this year's planning cycle.	Conducted SPL retreat July 9, 2013: 24 departments attended Mayor provided guidance on expectations of their role and impact on strategic planning for LMG Attendees completed a Voice of the Customer survey and feedback guidance has been implemented.		
02. Finalize and make public the Louisville Metro Government 6yr Strategic Plan: Finalize and make public the Louisville Metro Government 6yr Strategic Plan by end of FY13				Project		Evaluate and report on progress for the LMG Strategic Plan: Evaluate and report on progress for the LMG Strategic Plan; disseminate progress outcomes throughout Louisville Metro Government and capture feedback from each Department on plan's content and feasibility; integrate feedback into final plan.	Created and completed Mayor's 6-yr Strategic Plan and assisted departments in the development of their respective 6-yr strategic plans. Conducted an executive level retreat across the enterprise to collect data, assess progress on current initiatives, and identify proposed initiative; surveyed community partners regarding their collective engagement with LMG; and collaborated with department directors to ascertain their critical objectives and goals as they relate to LMG operations.		
						Launch Mayor's Strategic Plan website: Create and launch, in coordination with Metro Technology and the Chief of Strategic Communications, the Mayor's Strategic Plan website.	Mayor and 23 departments published Version 1.0 of their individual 6-yr strategic plans to their respective websites in Jan. '13.		



# Accomplished Goals



Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time					25%	- some action steps, required for the initiative, are completed			yes
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date					50%	- about half the action steps, required for the initiative, are completed			no
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date					75%	- most action steps, required for the initiative, are completed			not applicable
On-track: In progress, on schedule, and expected to be completed on time					100%	- all action steps, required for the initiative, are completed			
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
05. Facilitate the training and certification of 40 Louisville Metro Government employees in project management : Facilitate the training and certification of 40 Louisville Metro Government employees in project management (PMPs, CAPMs) by the end of FY13				Project		Facilitate training of employees in project management best practices : Facilitate training of employees currently managing large scale projects in project management best practices through the University of Louisville's Delphi Center.	A training program was developed and deployed with the Delphi Center and Innovative Management Solutions, one of the region's leading project management trainers. The training consisted of a fundamental, practical application and exam preparation sections and was deployed from 1/27/13 to 6/12/13. At least 12 existing employees earned their PMP.		
						Provide opportunity to those who've received training to sit for the PMP/CAPM certification test. : Provide opportunity to those who've received training to sit for the PMP/CAPM certification test.	OPI paid for membership to PMI, local chapters and the first-pass to the exam for anyone willing to sign a modified training agreement. All participants have until 6/13/14 to sit for the appropriate level of exam. More than 20 took the exam; 12 currently employees earned PMPs.		
						Evaluate additional need for PMP/CAPM certification and project management governance: Evaluate additional need for PMP/CAPM certification and project management governance across Louisville Metro Government and identify resources to provide further training, certification and guidance as appropriate.	The training course was popular among participants and a need was identified for another course. A practical application, exam preparation and perhaps week long exam preparation will be deployed in Jan-June. we are currently reviewing vendor options for a spring 2014 course offering. We must evaluate list of those interested to ensure they are right for the program.		
15. Manage and coordinate PM certification contract : Manage and coordinate 2014 Project Management certification contract and training for 45 LMG employees with the University of Louisville's Delphi Center.				Project		Provide support and training for LMG employees: Provide support and training for LMG employees to complete Project Management (PM) training through UofL and to complete PM certification through PMI (Project Management Institute).	As of the end of June 2014, 100% (45) of employees have completed PM training and all have registered for the PMP Certification Course.		

# Strategic Planning Terms...

**Enterprise:** Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

**SMART:** Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

**SMART Goal:** A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

**Initiative:** Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

**Initiative Progress:** Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

**Action Steps "Tasks":** These are the discrete steps that it will take to accomplish an initiative; they are analogous to the items that would be on a "to do list".

**Key Performance Indicator (KPI):** It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

**Benchmark:** The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

**Baseline:** A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

**Source:** The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

**Target Start Date:** This is the date that the goal or initiative is "planned" or intended to be started.

**Actual Start Date:** This is the date that the goal or initiative is actually started.

**Target End Date:** This is the date that the goal or initiative is "planned" or intended to be completed.

**Actual End Date:** This is the date that the goal or initiative is actually completed.





2015





# Strategic Planning Terms...


**Health:** Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are purple, red, yellow, green and blue.

 Not Started: Goal/Initiative is not started but is expected to start on time.


 Off Track: Goal/Initiative is not started and is overdue or goal/Initiative is in progress, but behind schedule and has an issue that will affect completion.


 Slightly Off-Track: Goal/Initiative is in progress, but behind schedule and has an issue that may affect completion date.


 On-Track: Goal/Initiative is in progress, on schedule, and expected to be completed on time.


 Accomplished: Goal/Initiative is completed.

**Progress (% Complete):** An approximate percentage of completion for a given Initiative.

 25% - some action steps, required for the initiative, are completed

 50% - about half the action steps, required for the initiative, are completed

 75% - most action steps, required for the initiative, are completed

 100% - all action steps, required for the initiative, are completed

**Progress Report:** report on progress for current and active goals/initiatives.

**Change Report:** catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

**Transfers & Deletions Report:** contains a list of the goal and/or initiatives that have been removed from a strategic plan due to changes in a department's current programmatic, operational, or fiscal state or transferred due to reorganization of a department's structure.

**Accomplished Goals Report:** contains a list of all the goals that have been accomplished by the department during the timeframe of the strategic plan.



2015

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This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



“My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”

*Mayor Greg Fischer*



Our Journey of Change...



2015